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August 11, 1950

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MEMORANDUM FOR THE CONSULTANTS

SUBJECT: Proposed Steps for strengthening the present  
Interdepartmental Foreign Information Organization

The following steps are proposed to strengthen our existing organization:

- What the Board can do*
1. The organization established under NSC 59/1, with the present membership should be set up as a prototype of the Interdepartmental Foreign Information Board. Board members should be authorized to make commitments for their respective departments and agencies.
  2. The Board should meet regularly, not less than once a week, and should be responsible for advising the Secretary of State on the foreign information program to meet situations where joint political and military action is required in the psychological warfare field to carry out U. S. national policy.
  3. To assist the Board in carrying out its responsibilities it will be necessary to clarify the functions of the Information Policy Advisory Staff (P/POL) and the Interdepartmental Foreign Information Staff (IFIS), and define specific tasks. Two alternatives should be examined: (a) P/POL could be augmented by personnel from the Defense Department and IFIS could continue as presently organized; or (2) P/POL and IFIS could be combined into a single information policy planning staff. In either case, responsibility for the following specific functions should be clearly assigned:
    - a. Information Policy Objectives. These would be basic statements of U. S. information policy objectives, both long term and short term, spelling out specific objectives, tasks and themes for priority target areas such as Korea, Formosa, Yugoslavia, etc., and for situations requiring joint political and military action in support of national policy. (Under the existing setup this would be a major responsibility of P/POL. One or two qualified Defense personnel should be assigned for this work; preferably drawn from the JCS organization.)

- b. Current Information Policy Guidance, for all U. S. Government information media, including daily, weekly and special guidances. This P/POL function will require at least four competent professionals. One Defense officer should be assigned to coordinate Defense comment.
  - c. Coordination of Advance Plans for psychological warfare. This would include specific plans to meet potentially critical situations such as Formosa, Indochina, Yugoslavia, etc., as well as further developments of the overall psychological warfare plan (NSC 74). (This is now an IFIS function which could be continued in IFIS or combined with a new information policy planning staff. It should be staffed by two or three State Department members and one member from each military service).
  - d. Propaganda Analysis. This would include intelligence procurement and assessment of the effectiveness of psychological warfare operations. (Except for intelligence, this function is not now clearly defined in P/POL or IFIS).
  - e. Clearance of directives, guidances and cables to military commanders. (Experience in Korea has demonstrated the need for fast clearance and the establishment of approved channels for communications. This function is not clearly defined. One person on IFIS or P/POL should be given responsibility).
  - f. Liaison with other governments on policy objectives and guidance. This will become a necessity with the appointment of Adam Watson as British policy liaison officer at the British Embassy. (Assuming that Mr. Phillips will be the top point of contact on policy matters, one person in P/POL should be designated for working level contact.)
6. Special Needs - personnel.
- a. Provision should be made for a group of top-level outside consultants like Wallace Carroll, Alexander Leighton, Elmo Wilson, Leonard Doob, etc, who could be called in for emergency assignments or for periodic review of objectives and guidance.

- b. The personnel requirements for both P/POL and IFIS should be reassessed. Military personnel should be assigned to P/POL. Initial requirements might break down as follows:

One or two officers with rank of Colonel or Lt. Col. on full time assignment to P/POL for work on formulation of national information policy objectives and guidance. Preferably these officers should be drawn from the JSC organization and have broad experience in planning.

One Defense Department liaison representative to P/POL for coordination of guidances.

Three officers for assignment to IFIS (or the section of a combined staff responsible for forward plans). This personnel should be drawn from the psychological warfare sections of the Army, Navy, and Air Force, and should be thoroughly familiar with the psychological warfare requirements of the individual services. The primary task of IFIS would be the development of forward plans similar to NSC 74, to meet specific situations or contingencies.

- c. Military personnel at the staff level should not be "representatives" of their departments, but should be designated as working members of the staff unit to which they are assigned.

#### RECOMMENDATIONS

It is recommended:

1. That the Information Policy Planning Staff (P/POL) be augmented immediately by personnel from the Defense Department to assist in formulating policy objectives and coordination of guidances.

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2. That such personnel consist initially of  
(a) one or two full time officers of the  
rank of Colonel or Lt. Col. selected on  
the basis of their experience and training  
in national policy planning or JCS war plans  
work; (b) one liaison representative from  
the Defense Department to coordinate informa-  
tion policy guidance.
3. That IFIS as now constituted be discontinued  
and that there be established an interde-  
partmental Staff charged with developing  
psychological warfare plans, including  
specific plans to meet potentially critical  
situations such as Formosa, Indochina, Yugo-  
slavia, etc. Personnel should be limited  
initially to one officer drawn from the  
psychological warfare sections of the Army,  
Navy, Air Force, and at least two qualified  
State Department officers.

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